

SECRETARY'S BOARD

Minutes: 6 September 2016

In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University	
Present also:	Ms Candace Albornoz, Assistant to the Secretary	Mr Andrew Menzies, Director of Finance
	Mr Mark Adderley, Director of Human Resource Development	Mr Derek Penman, Director of Administration (EPS)
	Mr Mike Bates, Director of Student Recruitment	Mr Campbell Powrie, Director of Administration (SML)
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Mike Roch, Director of Information Services
	Ms Sue Collier, Director of Governance and Legal Services	Mr Martyn Spence, Director of Marketing and Communications
	Mr Darren Cunningham, Director of Administration (MACS) (until 11.15am)	Mr Paul Travill, Academic Registrar
	Mr Malcolm Deans, Director of Campus Services	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Ms Morag Heggie, Director of Administration (EBS)	Ms Vivienne White, Director of Administration (TEX)
	Dr Alicia Greated, Director of Research and Enterprise Services	Ms Janice Yew, Chief Operating Officer (Malaysia)
	In Attendance:	Mr Gordon Duncan, Project Support Manager (M16/127)
Mr Marcus Gilchrist, Head of Student Systems Unit (for M16/127)		Mr Steve Salvini, Project Support Manager (M16/127)
Ms Lisa Herlihy, Clerk		Professor John Sawkins, Deputy Principal (Learning and Teaching), (M16/128)
Dr Maggie King, Head of Academic Quality (M16/128)		Mr Mark Watson, MICAD Consultant (M16/132)

The Chair welcomed the following to the meeting:

- Dr Maggie King and Professor John Sawkins, to present M16/128 *Learning and Teaching Strategy Update*. Dr King also presented as part of M16/127.1 *Student Administration Revitalisation Project (SARP)*;
 - Mr Marcus Gilchrist, to present as part of M16/127.1 *SARP*;
 - Mr Gordon Duncan and Mr Steve Salvini, to take part in the discussions around M16/127 *Transformational Initiatives*; and
 - Mr John Monaghan and Mr Mark Watson, to present M16/132 *EIMS Pilot Update*.
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MINUTE REF

M16/124 MINUTES OF THE MEETING OF 2 AUGUST 2016

The Board received and approved the minutes of the meeting of 2 August 2016.

M16/125 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 2 AUGUST 2016

The Board received and noted the matters arising report following the meeting of 2 August 2016.

M16/113 – The Board noted that the discussions regarding administration of January intakes had now taken place.

M16/126 BUSINESS REPORTED BY THE CHAIR (ORAL)

The Chair highlighted that there had been a number of fraudulent contacts with University colleagues in recent months. One scam which had been identified involved callers claiming to belong to the Home Office and requesting payment to prevent deportation. The University had communicated with colleagues recently to raise awareness and highlight that no contact of this type would ever be made by the Home Office. The Chair advised again that colleagues should treat any unusual request with scepticism and that such requests should be triangulated to ensure continued security.

The Board agreed that fraud attempts against the University would be logged as part of greater vigilance against scams.

M16/127 TRANSFORMATIONAL INITIATIVES

The Board discussed the Transformational Initiatives which had recently been approved by the University Executive. Three of these Initiatives fell within the remit of the Professional Services, as follows:

1. SARP
2. Research and Innovation Support and Research Finances
3. Marketing and Communications

The Chair advised the Board that project planning documentation would be developed for each of these Transformational Initiatives, where this was not already in place and that Project Boards would be created for each to ensure visibility. The Chair confirmed that discussions with stakeholders would be completed before commencing further work on the Research and Marketing and Communications Initiatives.

The Board noted that the September 2016 discussion would focus on SARP, with the next meeting of the Board focusing on the Research Initiative.

M16/127. SARP

1

The Board received and discussed three presentations on aspects of SARP, presented by the Head of Student Systems Unit, the Academic Registrar and the Head of Academic Quality.

Presentations were provided on three strands of deliverables:

1. Admissions Recruitment and Marketing;
2. Student Experience and Communications; and
3. Academic Administration and Programme Quality.

Admissions Recruitment and Marketing (ARM)

The Board noted that the aim of the ARM Project was to create a simple, stable and responsive replacement for the current system. The team had begun by looking at the needs of the Malaysia Campus and had then built the system to support global best practice.

The Head of Student Systems Unit highlighted that the team had been using an Agile Scrum methodology, which involved short-term programmes of work designed to produce visible progress with input from key stakeholders and sign-off by a Product Owner who represented the stakeholders involved. While the first phase of the ARM Project had been a little slower than desired, the team had learnt a number of important lessons and implemented changes to their methodology accordingly. This included defining the role of Product Owners more clearly and bringing in a consultant from Ellucian to support the international Project team.

The Board discussed the work undertaken so far and confirmed that super-users in Schools had been involved in the development of the new system. It was highlighted that a single, institutional approach to communication with students was required and the Academic Registrar confirmed that the International Recruitment Manager and the Marketing Manager were mapping out a standard communications process as a discussion document. Schools would then be asked to provide feedback on this process and a University-wide approach would be developed. The Board highlighted that it would be helpful to have two views; a simplified student view and a detailed view for University colleagues.

In response to a question from a member of the Board, the Academic Registrar confirmed that the system available in January 2017 would be for candidates applying directly to the University, as this was the area in which increased efficiency was most needed. It was planned to have an improved interface with UCAS applications by September 2017. The Chair advised that this timeline needed to be communicated clearly to all relevant colleagues.

The Board noted that project plans would be developed to ensure that overlap between stakeholders for the different projects was identified and communications were managed appropriately. The Board also agreed that the Project Support Office would meet with each of the Directors of Administration to ensure that all interests were factored into the project plans.

Student Experience and Communications

The Academic Registrar highlighted that the Student Experience and Communications Project would be delivered for the 2017/18 academic year. A key element was the development of a Global Student Portal. This would allow access to the full range of information that a student might need during their time at Heriot-Watt. Other features were the development of a Student Services Client Relationship Management (CRM) system, the ability to provide a Higher Education Achievement Report (HEAR) for students and the transformation of Online Enrolment, Course Selection & Welcome processes.

The Board noted that a Global Student Handbook was also under development to support the Student Portal and that remodelled office space for Student Services would provide a single point of contact for students. As part of the development of the Student Handbook the University would be able to review the systems and processes in place on the various campuses, identify where these were different and understand why they were different. Information and services for students would be provided in a global format and would be streamlined.

The Board considered next steps for the Student Experience and Communications Project and highlighted that any review of processes would have to be centred around students and how they could access support most easily. The Academic Registrar highlighted that the aim was

to enable students to access all key processes online if they wished, whilst also providing the opportunity to speak to a colleague if preferred.

Academic Administration and Programme Quality

The Board noted that, as part of SARP, a replacement for the Programme Approval Management System (PAMS) would be developed by 2018/19, in combination with a review of how programme information and quality processes were managed. As part of this work Quality and External Partnerships were currently mapping out the quality processes and considering how these were managed at other institutions.

The Head of Academic Quality highlighted that the next step would be to engage with colleagues to begin developing a user-friendly programme portal which would store information centrally and allow all quality processes to be undertaken in one place.

M16/127. RESEARCH AND INNOVATION SUPPORT AND RESEARCH FINANCES (DISCUSSION)

2

The Board discussed the Research Initiative and agreed that the Director of Research and Enterprise Services would work with the Project Support Office to develop workstreams, in conjunction with stakeholders. Terms of Reference would then be developed and presented to the Secretary's Board. A joined up approach would be used to avoid duplication of effort.

M16/127. MARKETING AND COMMUNICATIONS (DISCUSSION)

3

The Board discussed the Marketing and Communications Initiative, which would be considered in depth at a future meeting of the Board. Once the Project Board had been defined, workstreams would be developed which would ensure a truly global approach to marketing across the University's campuses.

M16/128 LEARNING AND TEACHING STRATEGY UPDATE (SB/16/151)

The Board received and approved the Learning and Teaching Enhancement Plans, which supported the Learning and Teaching Strategy, presented by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality.

The Director of Marketing and Communications highlighted that changes to the Directorates since the development of the Learning and Teaching Strategy would need to be reflected in the next Strategy. The Board agreed that the Director of Marketing and Communications would discuss this matter with the Deputy Principal (Learning and Teaching) outwith the meeting.

The Board also discussed the different locations in which the University operated and how these were routinely described. Orkney, in particular, was difficult to define because it was both a separate location and part of a single School. The Board agreed that the Director of Governance and Legal Services would work with colleagues to develop the definition of a 'campus' and of a 'School'.

M16/129 GLOBAL STUDENT REPRESENTATION STRUCTURES (ORAL UPDATE)

The Board received and noted an update on Global Student Representation Structures, presented by the Academic Registrar.

The Academic Registrar highlighted that a report on Global Student Representation Structures would be presented to the Global Student Liaison Committee at their November 2016 meeting. Following that meeting the Academic Registrar would provide an update to the Board.

M16/130 INTERNAL AUDIT PLAN (SB/16/166)

The Board received and noted the Internal Audit Plan, presented by the Director of Governance and Legal Services.

The Board noted that PricewaterhouseCoopers had been appointed as the University's internal auditors on 1 August 2016 and had now developed a plan for internal audits in the next three years, with a detailed plan for 2016/17.

The Chair advised that the Plan should be amended to include a main contact for each area to be audited. The Board agreed that the Plan would also be amended to include Development and Alumni as a contact for the Ethical Fundraising audit.

M16/131 HEALTH AND SAFETY COMMITTEE ANNUAL REPORT (SB/16/167)

The Board received and endorsed the Health and Safety Committee Annual Report, presented by the Director of Governance and Legal Services.

The Board noted that the Head of School (EGIS) would be stepping down from his role as Chair of the University Health and Safety Committee. A new Chair would be sought in the coming weeks. The Chair advised that in 2016/17 the Health and Safety team would be working to develop their involvement in the handover of building maintenance from contractors to the University.

M16/132 ESTATES INFORMATION MANAGEMENT SYSTEM (EIMS) PILOT UPDATE (PRESENTATION)

The Board received and noted a presentation on the EIMS Pilot, presented by the Assistant Director of Estates Services and a consultant from MICAD.

The Assistant Director of Estates Services highlighted the following points during the course of this item:

- that the Pilot had been launched in July 2016 with minimal problems identified;
- that colleagues would now log into a customer portal to log a maintenance job, highlight new work to be done and check planned maintenance in their areas;
- that jobs could be tracked through the EIMS and up to two years' worth of history viewed; and
- that floor plans would be available for campus buildings.

The Board noted that the Pilot had been rolled out to 75 officers initially and would continue to be rolled out further over the coming weeks. Benefits had already been identified, with the new system providing increased visibility of Estates activity. Members of the Estates team now received their jobs electronically and would soon be able to view asbestos records electronically as well.

The Board discussed the Pilot and queried whether the EIMS could be linked to a timetabling system, to build upon the benefits of identifying levels of usage in different areas of the University. The Academic Registrar confirmed that the EIMS would be linked with Syllabus Plus to ensure consistency across centrally timetabled spaces.

The Board noted that some queries remained around data for the Malaysia Campus and the system would go live in Malaysia once these had been resolved.

M16/133 SECRETARY'S BOARD: CHANGE OF NAME (SB/16/170)

The Board received and approved a proposal to change the name of the Secretary's Board to the Professional Services Leadership Board.

The Board agreed that the Terms of Reference for the Board would be reviewed and presented to a future meeting of the Board for discussion. Once approved by the Board, the Terms of Reference would be presented to the University Executive for final approval.

M16/134 SECRETARY'S BOARD FORWARD AGENDA PLAN (SB/16/169)

The Board received and noted the Secretary's Board Forward Agenda Plan, presented by the Chair.

M16/135 POLICIES UNDER DEVELOPMENT REPORT (SB/16/149)

The Board received and noted the Policies Under Development Report, presented by the Chair.

M16/136 PROJECTS REGISTER (SB/16/150)

The Board received and noted the Projects Register, presented by the Chair. The Board noted that the Projects Register would be developed in the coming weeks to reflect the inclusion of the Transformational Initiatives.

M16/137 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/16/151 – SB/16/162)

The Board received and noted the reports from the Schools and Professional Services, presented by the Directors of Administration and Directors of Professional Services.

During this item the Board noted the following key points:

Borders Campus

- that a new informal learning space for Heriot-Watt students had been opened within the High Mill. A new Student Union Space was also in the process of being developed within the ground floor of one of the Residences blocks;

Campus Services

- that the University had received handover of the new Residences on 2 September 2016 and students had been occupying since 3 September 2016. Some snagging issues remained and would be resolved in the near future without disruption to students. Lessons had been learnt from the New Residences project and would be drawn upon in future;
- that the Main Reception refurbishment was also complete. The Board agreed that the Director of Marketing and Communications would develop a paper on the use of Main Reception for discussion with the Schools;
- the Board noted its thanks to the Campus Services team for all of their work on the major projects which had been completed over the summer, including those above and the development of the new Learning Commons;

Edinburgh Schools

- that a significant number of payslips had not yet been collected by colleagues. The Chair would mention this issue in the Secretary's Board Bulletin podcast;

HRD

- that the PDR completion rates did not reflect members' understanding of the progress within their Directorates. The Director of HRD agreed that he would review the non-completion figures;
- that the National Pay Award would be included in colleagues' September 2016 pay and would be backdated to August 2016;

Marketing and Communications

- that positive feedback had been received regarding the new approach to Clearing and that the Director of Student Recruitment would report on Clearing 2016 at the next Board meeting;

Student Recruitment

- **Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)**; and
- that postgraduate conversion needed to be considered more fully and the Conversion Group would be taking this work forward in 2016/17.

M16/138 REPORT FROM THE STRATEGIC INFORMATION SERVICES COMMITTEE (SB/16/168)

The Board received and noted a report from the Strategic Information Services Committee, presented by the Director of Information Services.

Date of next meeting: Thursday 3 November 2016